

AFDW 2009 Strategic Plan

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DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR FORCE DISTRICT OF WASHINGTON

MEMORANDUM FOR ALL AFDW PERSONNEL

AUG 14 2009

FROM: AFDW/CC

SUBJECT: Air Force District of Washington (AFDW) Strategic Plan

AFDW was created to address the unique Air Force needs in, and diverse requirements of, the National Capital Region. This Strategic Plan is a key tool to focus our efforts on the AFDW Mission and Vision. A thorough understanding of this plan, combined with commitment and focus across all AFDW levels, will ensure our strategic direction is integrated into daily activities and institutionalized throughout the entire command.

The plan points to the future. Our Command Priorities: Mission, People, Training and Resources provide the foundation for the road we take to that future. I strongly encourage each of you to embrace this plan and institutionalize it into everything you do. Together, we will reach new levels of excellence in mission execution for AFDW and our Air Force.

Sincerely

A handwritten signature in black ink, reading "Ralph J. Jodice II".

RALPH J. JODICE II
Major General, USAF
Commander

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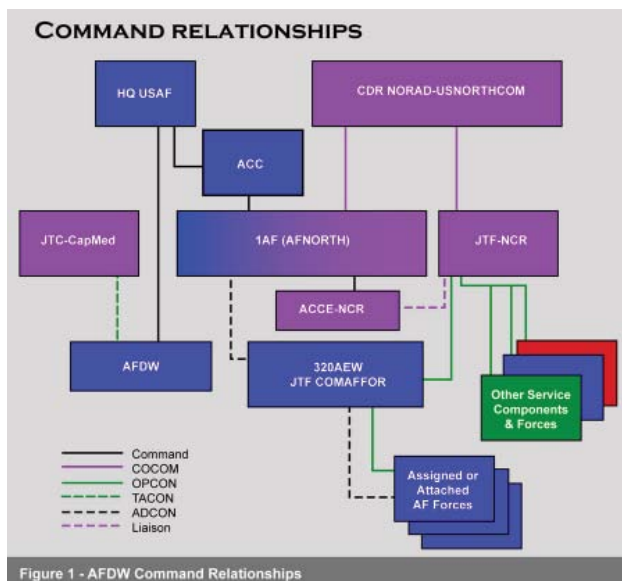
Who We Are

The Air Force District of Washington (AFDW) is a Direct Reporting Unit (DRU) with a unique mission set and diverse operational responsibilities, making it a truly hybrid organization—it has similar organizational and resource oversight responsibilities to that of an Air Force Major Command (MAJCOM), but it is not a MAJCOM. It also has a warfighting mission similar to a Numbered Air Force (NAF), but it is not a NAF. To accomplish these challenging and diverse roles, AFDW is headquartered at Joint Base Andrews-Naval Air Facility (JBA-NAF), MD, and executes Air Force operations and provides air, space and cyberspace capabilities throughout the National Capital Region (NCR). These missions support United States Northern Command (USNORTHCOM), other Combatant Commands (COCOM), Headquarters Air Force (HAF), and National Leadership.

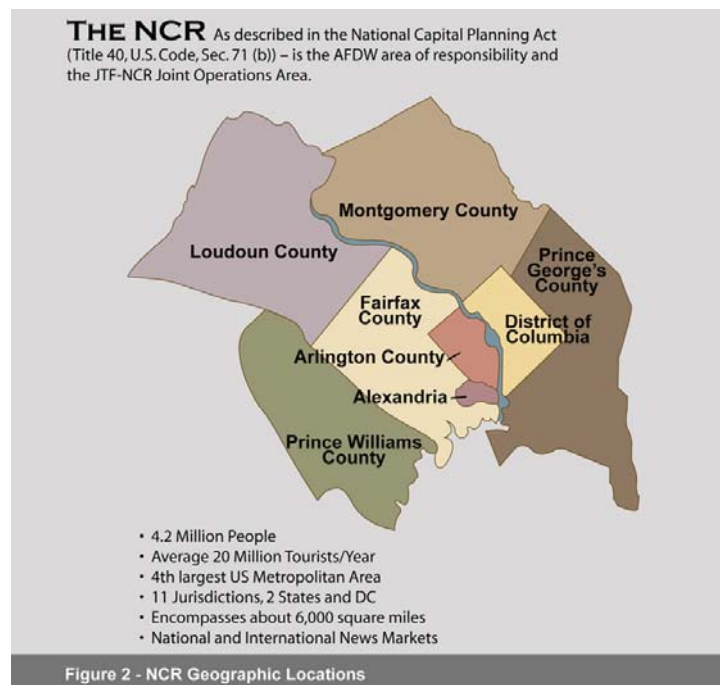


Similar to a MAJCOM, AFDW has a Title 10 responsibility to organize, train, equip (OTE), and provide forces for Air and Space Expeditionary Force (AEF) deployments, Homeland Operations (HO) and ceremonial support—both within the NCR and worldwide. AFDW also directly supports assigned Total Force Airmen and their families in the NCR and worldwide, while providing specific services to NCR-based organizations and leading Air Force efforts to meet Joint objectives.

In order to successfully accomplish both the Air Force and joint missions, the AFDW Commander reports to the Vice Chief of Staff of the Air Force in his service role and to the Commander, Joint Task Force-National Capital Regions (JTF-NCR) as the Commander of the Joint Task Force Air Force Forces (COMAFFOR). AFDW deploys and employs AEF capabilities in support of JTF-NCR contingency operations as the Air Component Coordination Element (ACCE) to JTF-NCR on behalf of the USNORTHCOM Joint Force Air Component Commander (JFACC). This support includes providing the Air Force Component for National Special Security Events (NSSE).



The National Capital Region (NCR), consisting of Washington, DC and its surrounding counties, is a critical Area of Responsibility (AOR) for US military organizations. It is the central hub of US political and military leadership and has tremendous visibility to national and international audiences. This presents a unique set of challenges. The NCR requires special support, services, and the protection of key leaders and assets. Additionally, the overlapping responsibilities of numerous federal, state, and local government organizations complicate military planning and execution.



AFDW was created in 2005 to combine Air Force forces in the NCR under a single commander to better align the Air Force command structure in the NCR with the other services, give the Air Force a “single voice” for working cross-service issues throughout the NCR, and more effectively support Overseas Contingency Operations. AFDW is charged with executing Air Force operations and support for Joint Force and Inter-agency operations in the NCR.

Some AFDW operations in the NCR and worldwide include:

- Full Honors Funerals at Arlington National Cemetery
- President of the United States/Heads of State Aircraft Operations at JBA-NAF
- Communications services to the Pentagon and Senior Air Force leaders
- Deployment of combat-ready forces to Combatant Commanders (CCDR)
- Providing healthcare across the NCR

AFDW interacts extensively with the Department of Defense (DoD) and other government agencies within the NCR to plan and coordinate national events such as the State of the Union Address, as well as contingency operations in the NCR. AFDW also provides support to Total Force Airmen in the NCR and worldwide. Furthermore, AFDW presents forces to Joint Task Force-National Capital Region Medical Command (JTF CapMed) and, through the 320th Air Expeditionary Wing (320 AEW), to JTF-NCR.

This fusion of missions and support functions across a wide AOR gives AFDW a vital role in accomplishing the fundamental national military objectives of protecting and defending the homeland, securing our interests abroad, and supporting our senior leaders at the Air Force, DoD, and national levels. AFDW executes these missions through its subordinate units.

Subordinate Units

AFDW consists of a headquarters staff (HQ AFDW), the 11th Wing (11 WG), the 316th Wing (316 WG), the 79th Medical Wing (79 MDW), and the 844th Communications Group (844 CG). The 316 WG, 79 MDW, and 844 CG Headquarters are located on JBA-NAF, MD, and the 11 WG Headquarters is located on Bolling Air Force Base (BAFB) in Washington, DC.

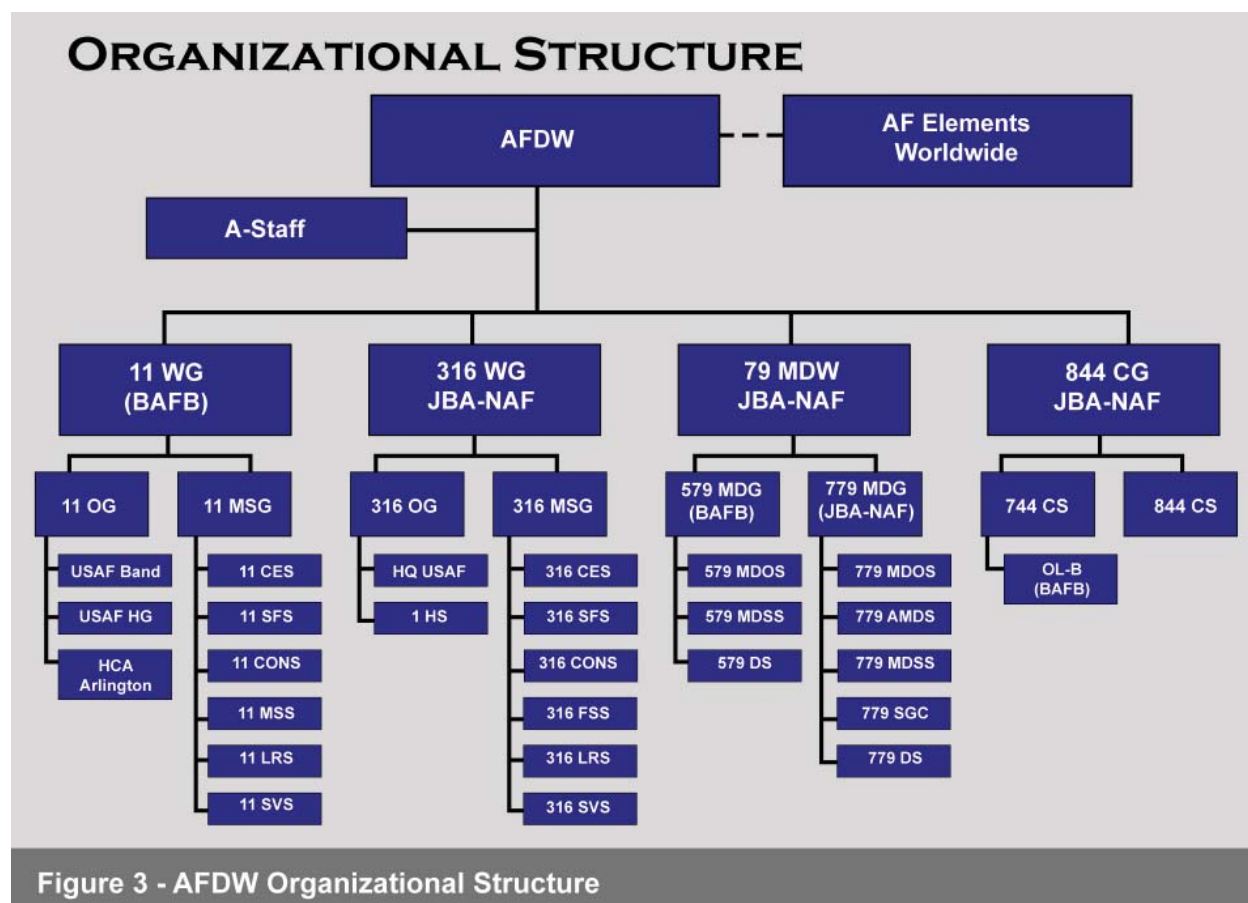


Figure 3 - AFDW Organizational Structure

The 11 WG is the command component for the U.S. Air Force Band, U.S. Air Force Honor Guard and Arlington National Cemetery Chaplains, which provide precise musical and ceremonial engagements representing the Air Force Chief of Staff (CSAF). In addition to organizing, training, equipping and deploying combat-ready forces for AEF deployments, the 11 WG hosts over 15 tenant partners and provides administrative control (ADCON) support to Air Force members stationed at the Pentagon, throughout the NCR and at AF Elements in the United States and worldwide.

The 316 WG is responsible for maintaining emergency reaction rotary-wing airlift and other NCR contingency response capabilities critical to national security, and for organizing, training, equipping and deploying combat-ready AEF forces. In addition, the 316 WG provides installation security, services and airfield management to support the President, Vice President, other national senior leaders and more than 50 tenant partners and federal agencies.

The 79 MDW consolidates the Air Force's NCR medical assets into one organization, providing regional care and support to Joint Forces Headquarters-National Capital Region (JFHQ-NCR) and JTF CapMed operations. It is the Air Force's single medical voice for planning and implementing Air Force and Joint medical solutions within the NCR. The 79 MDW is a tenant unit on JBA-NAF and has two subordinate units. The 79 MDW has personnel assigned across the NCR, including BAFB, Walter Reed Army Medical Center, National Naval Medical Center, Fort Belvoir, Fort Meade, and the Pentagon. Additionally, the 79 MDW serves as the portal for returning wounded, ill and injured warriors through their Aeromedical Staging Facility (ASF).

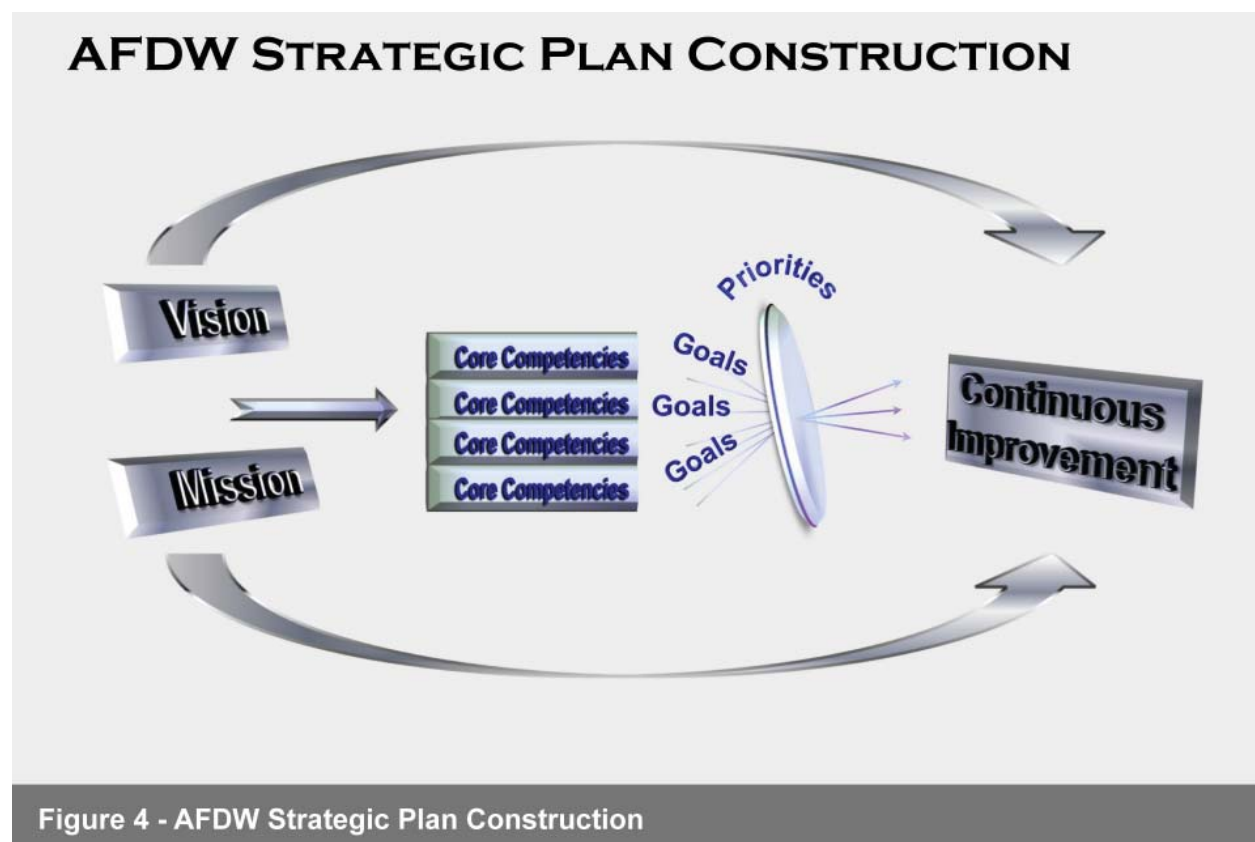
The 844 CG, with capabilities spread across JBA-NAF, BAFB and the Pentagon, delivers voice, data, publishing, mail and mobile communications services and provides enhanced communications reliability, survivability, information capabilities, and user support to AFDW, Air Force, Joint Staff, Office of the Secretary of Defense (OSD) and other Defense Agencies in the NCR.

Despite a challenging and complex ongoing mission, AFDW is in the midst of significant organizational and operational changes. As a result of Joint Basing initiatives, BAFB will become Joint Base Anacostia-Bolling (JBAB). The 316 WG will inactivate and all personnel and equipment will transfer to the 11 WG. The 11 WG Headquarters will relocate to JBA-NAF with operating locations at JBAB and the Pentagon. The construct of this Strategic Plan provides a focus for this process in order to guarantee a streamlined AFDW which will be prepared for tomorrow's challenges.



AFDW Strategic Plan Construct

Our Mission Statement highlights our command responsibilities. It provides the foundation for the Vision Statement which focuses upon the importance of maintaining our reputation for being a trusted and reliable Joint partner. The Mission Statement also drives our Core Competencies—mission driven activities expected of AFDW. Based on our Mission, Vision, and Core Competencies, we identified challenging Goals to shape our future. They are outcome-oriented statements which define what our organization seeks to accomplish. The elements of the Strategic Plan will help us better define our current missions and provide us the tools we need to maintain a path of continuous improvement.



This path will require AFDW to more clearly define mission requirements at every level and explore improved ways of accomplishing them. Our Command Priorities provide a lens through which we will examine each proposed effort. Every Objective and every task generated by this plan will be critically reviewed to ensure that we do not compromise one priority to achieve another.

AFDW Mission Statement

The Air Force District of Washington executes Air Force operations and supports Joint Force and Inter-Agency operations in the National Capital Region while providing superior support to Combatant Commanders (COCOM) and Air Force Elements (AFELM) worldwide.



AFDW is a DRU, however we perform MAJCOM functions, have NAF responsibilities and accomplish Wing tasks. With each function being important to our overall mission success, we are definitely a unique hybrid. There isn't another DRU with such a diverse set of responsibilities. This diversity becomes even more readily apparent when we examine the Mission Statement.

AFDW's Mission is to "execute" successful Air Force operations. These Air Force operations are diverse and demanding. A few examples of Air Force operations are:

- AFDW's management of the 4th largest Financial portfolio in the Air Force.
- The 316 WG's execution of runway operations. We provide the President's gateway to the world and the front door for visiting heads of state.
- The 11 WG's direction of the U.S. Air Force Honor Guard and the U.S. Air Force Band. We provide worldwide flagship ceremonial and musical ambassadorship.
- The 79 WG's medical direction of its Aeromedical Staging Facility. We provide the primary East Coast hub for aeromedical evacuation aircraft.
- The 844 CG's protection and maintenance of Air Force technology in the NCR. We support over 20,000 workstations and 46,000 phone lines.

We provide the Air Force components to both Joint Force Headquarters-NCR and JTF CapMed. If there is a Joint operation in the NCR, our team presents the Air Force forces to the Joint Commander. The 2009 Presidential Inauguration is a prime example of our support to Joint Force Operations. Also, in the event of a national emergency in the NCR, AFDW would assume the responsibility of ensuring Air Force capabilities are integrated into the Joint Force response.

AFDW SUPPORTS AIRMEN WORLDWIDE

40,000 Military Assigned



Figure 5 - AFDW's Worldwide Mission

Protecting this country is the most fundamental responsibility of the Air Force. To accomplish this we must ensure our Airmen are always ready. Every Airman in the NCR looks to AFDW for the required equipment and training to deploy to Joint missions world-wide. We are committed to providing the best training and presenting fully mission capable Total Force Airmen. Our support also extends to the widely distributed Air Force elements. We provide connectivity for pay, promotion boards and overall administrative support. Our determination to support them with superior service, at all times and in all places, is the foundation for our Vision Statement.

AFDW Vision Statement

The Air Force District of Washington is, and will remain, a trusted and reliable Joint partner in the National Capital Region known for integrity, service and excellence. We provide a proud team of mission-ready Total Force Airmen focused on superior service and agile support for Homeland Operations (HO) in the NCR, Joint Operations around the globe, and Air Force Elements worldwide.

These words send a positive and powerful message about AFDW. They set the direction for the command, making it clear what we are known for and what we will continue to do. We are trusted because we execute with excellence, time and time again. For AFDW it's not enough to peak, we have to maintain the high level of performance expected in our multiple "no-fail" missions. We perform our duty on the most watched stage in the world. The NCR is under constant scrutiny and when you perform here it is for the nation and many times for the world. The importance of being a Joint partner comes directly from the Air Force Strategic Plan. We execute in partnership with JFHQ-NCR, JTF CapMed, and the other Services.

We have a well—deserved reputation for demonstrating the Air Force core values. In every Joint or Air Force operation, it's the quality of our men and women which determines the superior quality of service and the degree of excellence we provide.

Our individual strengths and talents are amplified when we come together as a team. The pride we project, and the pride we value is the pride of doing it together as a team of Total Force Airmen. We are government civilians, reservists, guardsmen, and active duty professionals teamed together to achieve success.

AFDW's focus is the product of effort and dedication. We stress superior service always. It is a 100% effort, 100% of the time. This focus, effort, and dedication make us agile and able to meet our diverse mission. We stand ready to support Homeland Operations with confidence born of success and yet are ready to support a theater of operations that truly encompasses the globe. The Airmen we support stand for America in over 500 locations in 108 countries. Our Vision ensures readiness to execute our Core Competencies, today and tomorrow, in the United States and abroad.



AFDW Core Competencies

To effectively execute the mission and vision of AFDW, we rely upon a set of Core Competencies. The four Core Competencies below are a collection of key skill-sets and activities which are the foundation for enabling AFDW to successfully provide superior service, contingency response, and military support to civilian authorities. The Core Competencies are:

- 1. Provide mission- ready Total Force Airmen and capabilities to Combatant Commands.** AFDW has Title 10 responsibilities to OTE forces.
- 2. Exercise Administrative Control (ADCON) and provide support for designated units in the NCR and worldwide.** AFDW must fulfill a variety of roles in its effort to provide worldwide ADCON and support for over 40,000 Total Force **Airmen**.
- 3. Plan, execute and support sustained Air Force, Joint, and Inter-Agency operations in the NCR.** AFDW's diverse mission set within the NCR requires extensive coordination throughout all levels of government. AFDW serves as the supporting command for JTF CapMed and supports the execution of Homeland Operations in the NCR/Joint Operations Area (JOA).
- 4. Integrate Air Force Forces into NCR Joint Teams.** The unique nature of AFDW's command authorities requires the presentation of forces to JTF-NCR through the 320 AEW and to JTF CapMed.

These Core Competencies represent the missions of HQ AFDW, the Wings and Group. They underpin the AFDW Mission and Vision Statements and rely upon the synergy provided by the Command Priorities to encourage continuous improvement.

Command Priorities

Our Command Priorities ensure we secure the best future for our organization and the Total Force Airmen we support. AFDW, like the Air Force and DoD as a whole, must plan around the likelihood of a significantly constrained resource environment in the near future. Streamlining and optimizing the AFDW organizational structure is critical to our continued success. This Strategic Plan provides the way ahead for this effort.

Our Command Priorities provide the lens through which we will examine each proposed effort generated by this plan. HQ AFDW will ensure the Command is performing its Core Competencies in a manner consistent with the Command Priorities and leadership's expectations. Together, we will continue to build upon a culture of professionalism, responsiveness, and accountability as the cornerstone of our day-to-day operations.

AFDW must face this operational environment squarely, using our Command Priorities as a tool to help us make hard choices regarding personnel changes and organizational consolidations within the AFDW structure. Simultaneously, we must create efficiencies by constantly improving business processes and promoting transparency across the organization. The efficient allocation of scarce resources will be critical to executing AFDW's Mission and only a steadfast adherence to the Command Priorities will enable success.

COMMAND PRIORITIES

MISSION: Provide combat airpower focused on accomplishing the AFDW mission in the NCR around the world.

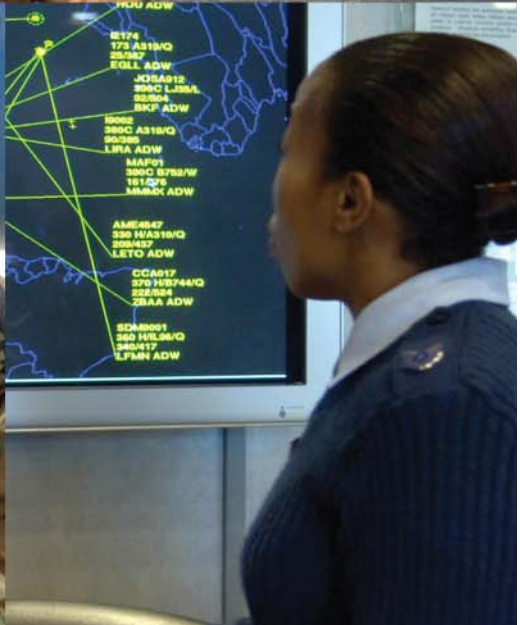
PEOPLE: Take care of our Total Force Airmen and their families.

TRAINING: Ensure our Total Force Airmen are appropriately trained to effectively accomplish the mission.

RESOURCES: Provide our Total Force Airmen with the right resources for mission accomplishment.

Figure 6 - Command Priorities

The Mission Statement, Vision Statement, Core Competencies and Command Priorities support each other and together provide the framework for our Goals. Our Goals define the continuous improvement efforts we have embraced to ensure we continue to build and refine AFDW to meet our future Air Force mission. This Strategic plan is our guide for executing the mission and our roadmap to that future.



AFDW Strategic Goals

We have eight Strategic Goals. These Goals provide pathways which focus our organizational decision-making and will be used to concentrate our attention on critical actions and specific Objectives in the upcoming years. Each Goal was specifically chosen to address an area which requires particular focus, effort, and attention while also having the potential to generate beneficial effects across the Command. As we execute our strategic activities in pursuit of realizing our Strategic Vision, we will evaluate our Goals through the lens of our Command Priorities to ensure we consider the dynamic effects of our actions.

AFDW Command Priorities provide guidance for planning and execution of strategic activities to ensure our Goals contribute to mission accomplishment while allowing us to make the hard decisions which lay ahead. The chart in Appendix B depicts how AFDW Strategic Goals support Air Force Strategic Priorities and Goals. The AFDW Strategic Goals are:

1. Demonstrate our commitment to our people by providing quality programs to enhance or facilitate professional, physical, spiritual, and mental needs. Our Total Force Airmen provide the foundation for successfully executing Air Force operations in the NCR. Active Duty, Guard, Reserve, Government Civilians, and Defense Contractors work together as a team dedicated to mission success. By providing a full spectrum of programs focused on our Total Force Airmen and their families, we strive to provide robust, timely, and high quality services which enhance quality of life. AFDW will work proactively with all levels of command to continually review and improve these programs and identify new program requirements based upon emerging needs. Supporting our Airmen ensures our readiness for today and tomorrow.

2. Fully execute Headquarters responsibilities to provide policy, guidance and resources. AFDW is a DRU with parent command and higher —HQ responsibilities. As the single Air Force voice in the NCR for Joint issues, AFDW presents forces to JTF CapMed and, through the 320 AEW, to JTF-NCR. We are also responsible for a broad spectrum of personnel, finance, and administrative support to AFELMs in the NCR and around the world. As we continue to consolidate the infrastructure to better execute these responsibilities, we must strive to more precisely identify the elements which rely upon our services, to more clearly explain and execute Air Force policies, and to improve efficiencies in today's resource constrained environment. Our Corporate Structure provides the mechanism for the staff to identify the policies, guidance and resources required for successfully accomplishing ongoing and new operations in support of the Commander's vision.



3. Cultivate a mission-centric culture of Integrity, Service and Excellence that embraces process improvement for mission enhancement.

These clearly defined and mutually shared values give the AFDW team a powerful advantage over our nation's adversaries, and will allow us to create mission-centric processes tailored to our resources and capabilities. They also provide a starting point for continuous improvement. By critically examining today's efforts in the light of tomorrow's challenges we will refine our capabilities, identify the need for improvement, and redefine processes based upon mission effectiveness. We will build continuous improvement into every process at every level. However, everyone in AFDW is responsible for promoting the opportunities to share ideas and for developing improved methods and techniques. Recognizing and rewarding improvement is a shared responsibility of supervisors at every level.

4. Streamline AFDW to meet our mission. AFDW's responsibility to consolidate the Air Force infrastructure in the NCR includes the preparation for providing varying levels of support to over 3,000 individuals who will relocate as a result of the Base Realignment and Closure (BRAC) process, the creation and execution of a roadmap for Joint Basing, and the re-flagging of the 316 WG to the 11 WG. The challenges presented by these three efforts provide an exceptional opportunity to transform AFDW into the premier command in the NCR. We can and must establish resourcing processes which optimize our capabilities. We can and must find the synergies which allow us to capitalize upon organizational efficiency and effectiveness.

5. Identify AFDW's ADCON elements and define the services required.

The reactivation of AFDW redefined the Air Force organizational structure in the NCR. Services and responsibilities which had been executed independently by HAF, Air Mobility Command (AMC), and the 11 WG were redistributed with some consolidated under AFDW and other responsibilities remaining where they were. AFDW has Pentagon, NCR, Bolling AFB, JBA NAF, and worldwide customers which number over 40,000. The services we provide vary and overlap by organization and function. It is imperative we continually review AFDW responsibilities and customer expectations from top to bottom and bottom to top. This will allow us to organize for agile support and execute superior service by ensuring a standard level of service for all organizations and streamlined processes to increase efficiency. The key purpose of this Goal is to provide superior service to all of our assigned Total Force Airmen.

- 6. Codify AFDW's role as the Air Force Component to JTF-NCR and JTF CapMed.** As the Air Force single voice for Joint matters in the NCR, AFDW has a critical responsibility to protect and enhance the Air Force reputation as a trusted and reliable Joint partner. AFDW must clearly articulate Air Force doctrine, positions, capabilities and mission requirements to the Joint community in support of HO in the NCR and Joint operations around the globe. We will develop and execute comprehensive plans which best employ Air Force assets in support of Joint requirements. Through the 320 AEW, AFDW will refine how we present Air Force forces for Joint operations in the NCR.
- 7. Ensure cyber security on AFDW managed networks and improve AFDW processes through affordable synchronized technology.** AFDW is responsible for Air Force network operations in the NCR which support Presidential, DoD, Joint, and Air Force operations. Network security is essential for mission success and national security. Experience clearly demonstrates cyber security begins with the individual user. The 844 CG ensures cyber security through system maintenance, threat analysis, and user education and training. Additionally, we guarantee the mission effectiveness and operational capability of every AFDW unit by providing the most cost efficient and process-focused technology available.
- 8. Develop a strategic communications plan to shape our internal culture, advocate for support from others outside AFDW, and to spread the Air Force message.** The AFDW strategic communications plan must articulate our mission and capabilities with clarity and authority. For the men and women of AFDW, it is a reflection of their pride in what we do. To external audiences it reveals the integrity, service, and excellence of the AFDW team. Each hometown news release, Joint exercise, concert, and ceremony provides an opportunity for communicating the importance of AFDW operations.

Appendix A: The 2009 Strategic Plan Overview

Background

In 2006 we released a Strategic Plan which addressed AFDW as a new organization. It defined our strategic direction, Goals, and Objectives. The purpose of that plan was to help establish the organization, achieve unity of effort among AFDW's major organizations, and capture the collective expertise of our people. Since then, we have matured as an organization and the 2009 plan reflects the changes we have implemented or should be pursuing. As a consequence, our Goals have changed significantly. The 2009 AFDW Strategic Plan outlines a new set of realistic and measurable Goals and a process which institutionalizes strategic planning across the Command to help us achieve our strategic imperatives.

Planning Approach

We developed this Strategic Plan in a truly collaborative manner consulting with decision-makers from every AFDW staff directorate, each of the Wings, and the Group. Together we forged a Mission Statement, identified Core Competencies, created a new Vision Statement, then crafted Goals and Objectives to complete the planning process. At each stage, the Command Priorities served as the touchstone for ensuring a comprehensive approach.

During this process, AFDW identified Core Competencies—mission driven activities that AFDW executes today. These serve as the foundation for our Strategic Plan and provide a guide to our multi-faceted roles and missions. The Command Priorities are special considerations we must take into account as we carry out our strategic activities on the path to reaching our vision. The Strategic Plan also lays out Goals to guide our specific strategic actions. Each Goal supports and is supported by our Command Priorities. Goals represent actionable components of an overall strategy to accomplish our mission as we move toward realizing our vision. As we work towards them, we will identify processes we need to fix or levels of excellence we wish to attain. As we achieve each goal, we will streamline and enhance our ability to achieve AFDW's mission.

Our Goals are designed to be realistic and achievable within a 3–5 year timeframe. In order to further achieve our Goals, the Strategic Plan provides a set of Objectives. These Objectives are actionable activities designed to be accomplished within a timeframe of usually less than two years. Each Objective will be linked to specific performance measures that define incremental progress toward completion of the Objective over time.

Using the Plan

This plan helps define and shape our AFDW culture, mindset, and focus. It aligns with the 2008 Air Force Strategic Plan and Vision.

As a consequence, this plan is tailored to link AFDW Core Competencies with Air Force-wide Priorities, such as supporting our Total Force Airmen and their families and ensuring professionalism, transparency, and accountability across the enterprise.

The purpose of the plan is to provide focus for the HQ AFDW, enable effective management and facilitate focused resource allocation decisions through prioritization of mission-driven requirements. This Strategic Plan is part of a larger, continuous planning process. To keep the plan relevant and effective, we must institutionalize it and ensure individuals and organizations take responsibility and bear accountability for living up to the content and the spirit of the plan. In turn, the Strategic Plan serves as a platform from which the Wings and Group should develop their own measurement indicators and initiatives to monitor their progress toward achieving AFDW's strategic Command Priorities and Goals.

Appendix B: Air Force—AFDW Strategic Plan Alignment

The initial set of Strategic Goals identified in this plan aligns to the Priorities and Goals established in the 2008 Air Force Strategic Plan. AFDW will strive to support Air Force strategic efforts at every level. Our Command Priorities provide an additional level of context to help shape our strategic activities.

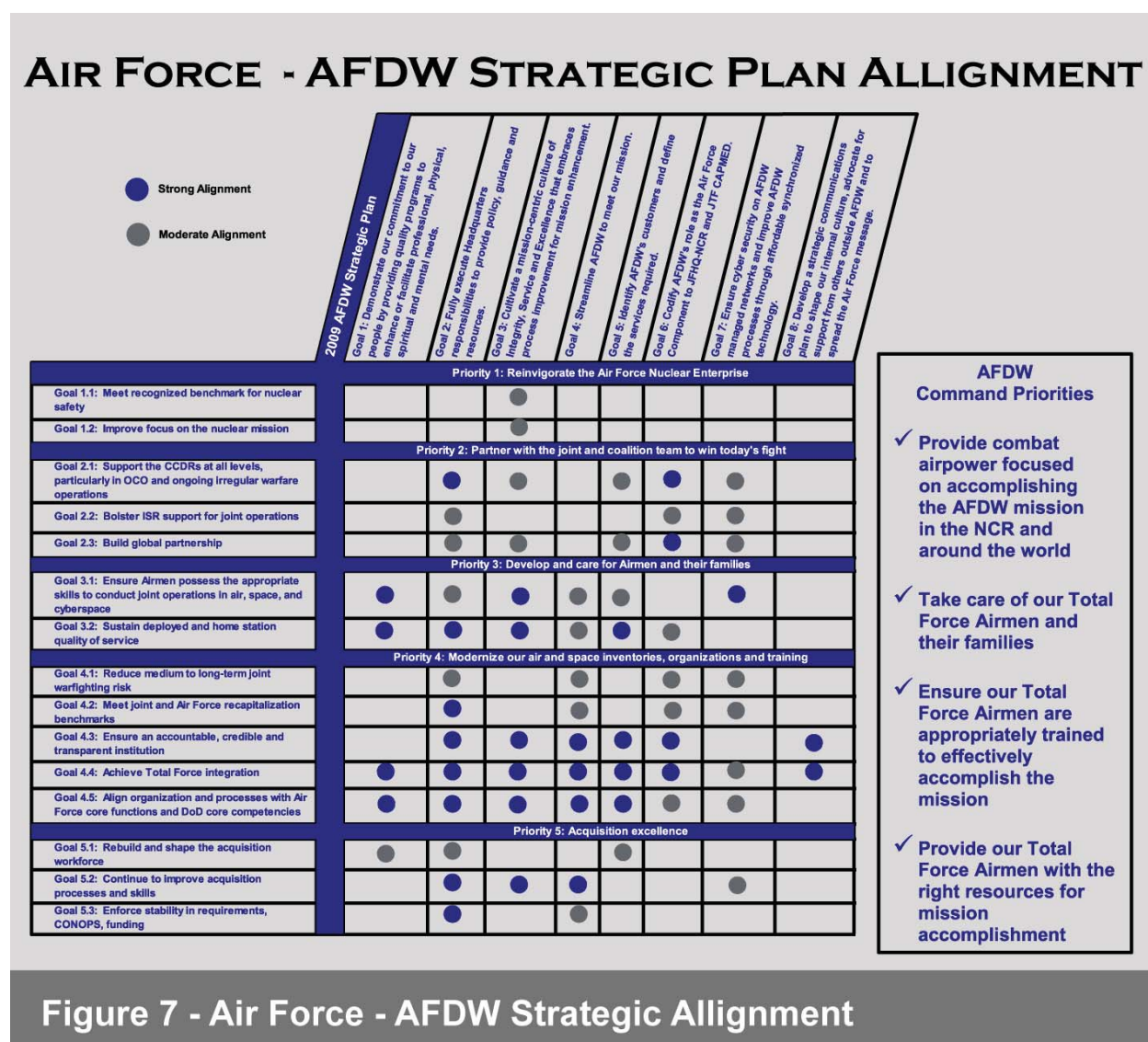


Figure 7 - Air Force - AFDW Strategic Allignment

Appendix C: Governance of the Strategic Plan

AFDW's governance is focused on a process that identifies and socializes our strategic imperatives through this Strategic Plan in the form of Command Priorities, Goals, and Objectives. Next, we will create appropriate Measures and other evaluation tools to assess the effectiveness of our efforts. We will focus on reviewing the processes in place that provide the most effective support and services to our customers.

Governance Responsibilities:

The Commander, AFDW (AFDW/CC) will:

- a. Govern implementation.
- b. Select/order Objectives for implementation.

The Vice Commander, AFDW (AFDW/CV) will:

- a. Act as the Lead for implementing the AFDW Strategic Plan.
- b. Chair the Council. (The Board will be chaired by A8).
 - i. The Board and Council will review the Strategic Plan bi-annually to ensure that its focus continues to support the AFDW Mission and Vision.
- c. Provide reports to AFDW/CC on status of Goals, Objectives, and action plans.

The AFDW/A9 will:

- a. Facilitate implementation of this Strategic Plan.
 - i. Be a hub of collaboration and knowledge for process improvement.
 - ii. Assist Objective Process Owners by:
 - 1. Assisting with Objectives development.
 - 2. Assisting with metric development.
 - a. Develop guidelines for Measures standards.
 - 3. Facilitating process improvement.

Objective Process Owners will:

- a. Develop effective Measures.
- b. Provide final recommendations on Objectives and Measures as directed by AFDW/CV.
- c. Determine the resources required to support process improvements or action plans.

Appendix D: Strategic Objectives under Review

Goal	#	Objectives
1. Demonstrate our commitment to our people by providing quality programs to enhance or facilitate professional, physical, spiritual and mental needs.	1.1	Identify existing personal and professional programs and solicit user feedback to identify improvement areas.
2. Fully execute Headquarters responsibilities to provide policy, guidance and resources.	2.1	Conduct a by-Directorate review of laws, policies, and guidance to determine information which needs to be augmented by AFDW operating instructions or supplements.
	2.2	Develop programs which update/refine/improve AFDW support to the Wings and Group.
	2.3	Use 2009 SAV experience to continually improve and build upon AFDW processes and earn an outstanding on the 2011 UCI.
	2.4	Identify existing efforts/processes which can be downsized or eliminated.
	2.5	Establish policy and guidance to improve management of available resources.
3. Cultivate a mission-centric culture of Integrity, Service and Excellence that embraces process improvement for mission enhancement.	3.1	Continuously articulate AFDW Mission and Vision to Airmen.
	3.2	Each organization identify and evaluate their AFDW processes and projects which support the mission.
	3.3	Each organization ensure the correct ownership of AFDW processes in their mission area.
	3.4	Cease execution of processes which do not support the mission and streamline remaining processes.
	3.5	Reward effective process improvements that enhance mission accomplishment.
4. Streamline AFDW to meet our mission.	4.1	Focus AFDW resources based on mission (manpower and dollars).
	4.2	Identify processes, functions, and organizations which can be combined, eliminated or transferred.
	4.3	Allocate resources to the validated processes (relates to Goal 6).
5. Identify AFDW's customers and define the services required.	5.1	Identify organizations and individuals (40K) serviced by AFDW.
	5.2	Develop a list of the support services provided by category (e.g. Attachés, OSI, Pentagon).
	5.3	Evaluate the list to determine whether AFDW should be the provider and explore alternatives.
	5.4	Establish and track metrics for services we provide.
6. Codify AFDW's role as the Air Force Component to JFHQ-NCR and JTF CapMed.	6.1	Identify the Joint requirements.
	6.2	Develop plans to meet Joint requirements.
	6.3	Build an integrated annual exercise program.
7. Ensure cyber security on AFDW managed networks and improve AFDW processes through affordable synchronized technology.	7.1	Provide quarterly cyber education and training.
	7.2	Include cyber security in the Strategic Communication Plan.
	7.3	Identify technology needs by mission.
8. Develop a strategic communications plan to shape our internal culture, advocate for support from others outside AFDW and to spread the Air Force message.	8.1	Articulate AFDW's Mission and Vision to Airmen.
	8.2	Identify the key AFDW messages and their target audiences (e.g. cyberspace awareness to Airmen).
	8.3	Seek additional opportunities to use all AFDW premier assets to promote the Air Force message and further recruiting goals.

Appendix E: Acronyms

11 WG	11th Wing
316 WG	316th Wing
320 AEW	320th Air Expeditionary Wing
79 MDW	79th Medical Wing
844 CG	844th Communications Group
ACC	Air Combat Command
ADCON	Administrative Control
AEF	Air and Space Expeditionary Force
AFDW	Air Force District of Washington
AFDW/CC	Air Force District of Washington Commander
AFDW/CV	Air Force District of Washington Vice Commander
AFELM	Air Force Element
AMC	Air Mobility Command
AOR	Area of Responsibility
APOD/APOE	Aerial Port of Debarkation/Embarkation
BRAC	Base Realignment and Closure
C2	Command and Control
CIP	Critical Infrastructure Program
COCOM	Combatant Command
COG	Continuity of Government
COMAFFOR	Commander of the Air Force Forces
CONUS	Continental United States
COOP	Continuity of Operations

CSAF	Chief of Staff of the Air Force
DoD	Department of Defense
DRU	Direct Reporting Unit
DSCA	Defense Support to Civil Authorities
HAF	Headquarters Air Force
HO	Homeland Operations
HQ AFDW	Headquarters Air Force District of Washington
IG	Inspector General
JBAB	Joint Base Anacostia-Bolling
JBA-NAF	Joint Base Andrews-Naval Air Facility Washington
JFACC	Joint Force Air Component Commander
JFHQ-NCR	Joint Force Headquarters National Capital Region
JOA	Joint Operations Area
JTF CapMed	Joint Task Force National Capital Region Medical
JTF-NCR	Joint Task Force—National Capital Region
MAJCOM	Major Command
NAF	Numbered Air Force
NCR	National Capital Region
OTE	Organize, Train, and Equip
UCMJ	Uniform Code of Military Justice
USAF	United States Air Force
USNORTHCOM	United States Northern Command

Appendix F: References

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